

# Kelly's Corner

May 10, 2013



## Monthly Calls

Last week, I mentioned the ORO would begin conducting monthly calls with our customers; this week, our senior staffs held two of those calls. I am very proud to report that we received very positive feedback about our services and responsiveness. The calls, with SSO and PNSO, highlighted areas of success and elements we can improve.

One recurring subject was a reminder that our west coast customers have a sizeable time zone difference. They also noted that they appreciate personal contact with ORO; please consider phone calls instead of emails when applicable. Both sites were very complimentary about the responsiveness of certain employees, and they

were able to call them by name. Responsive, personal service creates personal relationships and serves a crucial role in customer satisfaction. The sites also said that whenever possible, and as funds permit, they enjoy visits from our employees to their locations.

We are experiencing great value from these calls. This increased communication ensures the ISC is meeting the sites' needs, addresses any timely issues or concerns and resolves any problems with our services. If there are things you feel your assistant manager should mention on these calls, please let them know. Remember, continuous improvement is our goal on our "journey of excellence."

## Corrective Action Plan

We received the final Corrective Action Plan (CAP) to address security concerns at the Oak Ridge National Laboratory's Building 3019.

This CAP presents the results assembled by an independent team, formed by the SC deputy director for Field Operations, and it addresses the broader management issues identified in the three previous reviews or elements identified as contributors by the team. Ten major corrective actions were identified for the ORO in five key areas:

1. Expectations, Roles, Responsibilities, Authorities and Accountabilities
2. Contractual
3. Culture
4. DOE Governance and Oversight
5. Physical Security/Formality of Execution—This CAP also incorporates actions that address technical findings from the HSS reviews.

We continue to work with the Oak Ridge Office of EM and the ORNL Site Office to finalize the CAP from the HSS review.

We will make our first monthly status report to the DDFO May 17, 2013.



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## Federal Building



As a result of the letter I sent to the U.S. General Services Administration last week, I will be meeting with representatives of the GSA regional director's office on May 16.

We will discuss their previous commitments, unfulfilled commitments thus far, a timeline for returning to the Federal Building, and the criteria required for us to accept the building back.

As I have emphasized before, your safety outweighs any timeline, and I will not move back until we are satisfied that all concerns are addressed and corrected.

## Parking Lot Update

Last weekend, R&R Properties completed work on a new pathway/boardwalk leading to the parking lot directly behind the 545 Building. There are twenty-six paved parking spaces and an additional fifteen to twenty spaces in the gravel lot.

Additional parking is available in the two parking lots behind the Victory Center, which will remain available throughout the remainder of the lease. In addition, we were given one additional row of fourteen parking spaces between the 545 Building and the Social Security Administration building. The addition of these parking spaces provides adequate parking. I appreciate your efforts as we navigate working in temporary space.



## All-Hands Meetings

One of my goals at the All-Hands Meetings is to recognize members of our staff who have achieved service milestones or earned recognition from HQ and our customers for their exemplary work. During the last two meetings, I have not recognized employees because we have had outside guests, and I wanted to dedicate as much time as possible to their messages. Because of this, I have 23 Letters of Appreciation to present to staff.

I will, during the upcoming monthly meetings, present five or six of the letters that are backlogged until they are all presented. It is important to recognize and show appreciation for your efforts and inform your peers about your good work. It always makes me proud to hear from satisfied customers about your outstanding performance.

Thank you all for what you do!



## Sandy Smith

Many of you have asked what Sandy Smith has learned in his interviews and how management will use the information he gathered from ORO's employees. Please know that everything shared was upheld with the highest confidentiality. Sandy was not concerned with attributing comments to specific people; instead, he had three primary objectives.

- To assist ORO leaders, managers, and employees make a successful transition to the reorganization by understanding and managing change and communication.
- To assess organizational strengths and opportunities for improvement.
- To help create an organizational culture of highly engaged employees committed to remarkable customer service.

He interviewed approximately 50 employees ranging from senior and mid level managers and a cross section of employees. Numerous employees requested interviews. In addition, he interviewed several OSO senior leaders who are customers of the ORO.

Several themes emerged as a result of these interviews. The majority of individuals he interviewed accept the reorganization and possess a strong desire to move forward. Most want clarification on my vision and direction for the future as well as clarity on their roles and responsibilities. Also, the majority seemed to appreciate the opportunity to voice concerns or make suggestions on improving communications and teamwork within ORO. Everyone looks forward to the day we return to the Federal Building.

The strength of the organization seems to be knowledge, commitment and pride in the work employees do and in the service they provide. Sandy has identified several

opportunities for improvements:

- Allow employees to have a voice; currently, they do not feel empowered
- Accept and welcome ideas and suggestions, even new or different ones
- Encourage valued team members who have a lot more to offer the organization and customers to do so
- Let information flow freely to all levels of the organization and not control it at the senior level
- Managers should not micromanage

Sandy has made several recommendations:

- Follow up with a senior staff retreat focused on rebranding the ORO and developing strategic initiatives and goals for the organization.
- Follow up with an organizational climate survey to get feedback and input from employees on ways for improving communication and teamwork. The results of the survey will be shared with the organization.
- Charter employee led teams developing specific action plans to strengthen the ORO culture.
- Educate staff through office workshops on topics such as:
  - Creating remarkable customers experiences
  - Creating a culture of candor and safety
  - Discovering balance within life and work
  - Reducing negative stress and burnout

As we work through building an organization that prides itself on excellence and continuous improvement, I along with the senior leaders of the ORO, will discuss these recommendations and move forward to see what we can realistically do. I want to thank employees for their input and submit that "I've heard you" and will answer.

*"Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work."*

~Vince Lombardi